



EMORY
UNIVERSITY

SEARCH FOR THE ASSOCIATE VICE PRESIDENT AND DEAN OF STUDENTS
Emory University

Atlanta, Georgia

The Search

Emory University's Division of Campus Life seeks a strategic and inspirational leader dedicated to student belonging, engagement, and community to serve as the Associate Vice President and Dean of Students (AVP/DOS). This is an optimal time to join Campus Life as they welcome a number of new leaders as part of the division's journey to develop organizational priorities in support of the future of student affairs and campus life at Emory. As a member of the executive leadership team reporting to the Senior Vice President and Dean of Campus Life, this student advocate and champion must be a builder eager to craft, clearly articulate, and implement a coordinated vision for the Emory student experience throughout campus. The work of the AVP/DOS is grounded in a firm dedication to fostering an inclusive community for Emory's diverse student population and promoting co-curricular life for approximately 8,000 undergraduate and 7,000 graduate students. Further enhancing the vision and mission of the role is the university's [Student Flourishing Initiative](#) focused on purpose and pathways, community building, and health and well-being led by the Office of the Provost.

The AVP/DOS must be visible, effective, and a thoughtful manager in their oversight of the following eight departments: Barkley Forum for Debate, Deliberation, and Dialogue; Belonging and Community Justice; The 1915 Scholars Program; Civic and Community Engagement; Parent and Family Programs; Student Case Management and Intervention Services; Student Conduct; and Student Involvement, Leadership, and Transitions. The AVP/DOS will manage a multigenerational team in a division with more than 300 full-time staff and partner throughout campus to provide training and serve as the education center for campus life/student affairs practitioners in academic units. Alongside campus police, the AVP/DOS is the primary liaison with the university's emergency response and threat assessment processes within Campus Life.

Together with their team and administrative units, the AVP/DOS is responsible for facilitating an engaged community, programming and involvement opportunities, support services, outreach, conduct and conflict resolution, and crisis leadership. The creation of the AVP/DOS position is aligned with the division's strategic efforts to coordinate services more closely and build a distinctive Emory student experience. For this reason, among many, the AVP/DOS must be committed to establishing a welcoming and active leadership presence within the Emory community.

The AVP/DOS will be a student-centered leader with demonstrated proficiency in student engagement as well as equity and inclusion best practices. This person will have a track record of innovation and collaboration at an academically rigorous and diverse institution, strong supervisory skills, the ability to prompt reflection, a commitment to one's community, and the ability to coordinate resources and people to serve students effectively and efficiently.

Isaacson, Miller, a national executive search firm, is assisting with this search. Inquiries, nominations, and applications should be submitted as indicated at the end of this document. All such outreach will be treated confidentially.

Emory University

Founded in 1836 by the Methodist Episcopal Church in Oxford, Georgia, [Emory University](#) moved to its present location in the Druid Hills neighborhood of Atlanta in 1915.

Today, Emory is recognized internationally for its outstanding liberal arts college, superb professional schools, and one of the Southeast's leading health care systems. The university's mission is "to create, preserve, teach, and apply knowledge in the service of humanity." To fulfill this mission, Emory supports the full range of scholarship—from undergraduate to advanced graduate and professional instruction, and from basic research to the many applications for such research in serving the public good.

Emory University comprises nine undergraduate and graduate schools: Emory College of Arts and Sciences, Oxford College, Goizueta Business School, Nell Hodgson Woodruff School of Nursing, School of Medicine, School of Law, James T. Laney School of Graduate Studies, Rollins School of Public Health, and Candler School of Theology.

Emory University is consistently recognized for its outstanding programs. U.S. News & World Report rated Emory 21st in their 2020 report of America's best national universities. The institution is a member of the Association of American Universities (AAU) and accredited by the Southern Association of Colleges and Schools.

Emory's world-class faculty of more than 4,000 includes exceptional instructors and groundbreaking researchers. All members of Emory's full-time faculty hold the highest degrees in their field; individual faculty excellence includes scholarly achievement, teaching and advising, the potential to create new knowledge, and a clear dedication to service. Notable members of Emory's faculty include former U.S. President Jimmy Carter, CNN Chief Medical Correspondent Dr. Sanjay Gupta, Pulitzer Prize-winning author Hank Kilbanoff, and former U.S. Centers for Disease Control and Prevention Director Jeffrey Koplan.

Emory University maintains a consolidated operating budget of \$5.6 billion, an endowment with a market value of \$7.31 billion (as of August 31, 2018), and an annual economic impact on the state of Georgia of over \$11 billion. Located approximately six miles from downtown Atlanta, Emory University is the largest employer in the 20-county metro area with over 37,000 direct employees. Emory provides indirect support to over 77,000 jobs statewide. Forbes has identified Emory as a "Best Employer for Diversity" and a "Best Employer for Women." As a major economic engine, Emory's research has generated 57 Georgia-based startups that have created more than 1,000 jobs.

University Leadership

[Gregory L. Fenves](#) was named Emory's president in 2020. He has led the university through the challenges of a global pandemic by setting priorities and establishing policies to unite the community, bolster public health, and advance learning, teaching, research, and creative expression—all while charting a course for

Emory's future. He has also focused on diversity, equity, and inclusion, launching a series of university initiatives aimed at strengthening Emory's commitment to social justice.

Fenves was drawn to Emory by its strengths as an academic community charged with providing a life-changing undergraduate liberal arts education and dynamic graduate and professional programs—all at a world-class research university. He is deeply inspired by the university's mission to create, preserve, teach, and apply knowledge in the service of humanity.

Before arriving at Emory in August 2020, Fenves was president of The University of Texas (UT) at Austin from 2015 to 2020. Previously, Fenves was a faculty member at the University of California at Berkeley (UC Berkeley) for 20 years and served as chair of its No. 1-ranked Department of Civil and Environmental Engineering. He earned his undergraduate degree at Cornell University and graduate degrees at UC Berkeley.

Students and Community

Emory's community is active, diverse, and committed to making the world a better place. Emory's 8,000 undergraduate student population is roughly 60 percent women and 40 percent men with 40 percent of them being White, 20 percent Asian, 16 percent international students, 10 percent Hispanic, 8 percent Black or African American, and 4 percent multi-ethnic. The 7,000 graduate students are also about 60 percent women and 40 percent men with nearly 50 percent being White, 18 percent international students, 12 percent Black or African American, 10 percent Asian, 6 percent Hispanic, and the remaining either multi-ethnic or unknown. Faculty are similar in that about 60 percent of them are women and 40 percent are men. Racially, however, they are 59.5 percent White, 12.2 percent Asian, nearly 26.9 percent Black or African American, and the remaining folks are either multi-ethnic or identify otherwise. About a third of one percent of the students are veterans or active service members. Emory is ranked #4 in Student Economic Diversity and #15 in Best Value Schools by the *US News and World Report*. Continuing a tradition of prestigious scholarship, since 2020 5 undergraduate students have been awarded the Rhodes Scholarship, the Goldwater Scholarship, and the Truman Scholarship.

With [480 student clubs](#), sports teams, and performing arts groups, Emory is the place for those who want to be a part of it all. 13 percent of students are involved in fraternities or sororities on campus, and 80 percent volunteer. From joining student organizations to running for student office, our intercultural student community is just as passionate about making a difference on campus as it is throughout the world. Emory prides itself on the mix of people, beliefs, values, and social circles that make up its campus communities as well as the University's understanding that everyone offers more than one way to add to the campus diversity.

Location

Nowhere else can you find hip-hop and history, Fortune 500s, and flowering magnolias all in one place. The birthplace of Martin Luther King Jr., Atlanta is home to former US President Jimmy Carter, the Centers for Disease Control, Coca-Cola, and chicken and waffles. There's nowhere quite like Atlanta. Emory's Atlanta campus is centrally located in the metro-Atlanta neighborhood of Druid Hills. Two-thirds of the student population lives on the university's Atlanta Campus, making it a tight-knit community. A short drive away from renowned research centers, museums and music venues, and global corporations,

Atlanta provides students with a world of opportunity. Atlanta is home to 29 Fortune 500/1000 companies and 300+ start-ups. A city that is 48 percent covered by trees, Atlanta is known as the City of Trees with streets lined with sprawling magnolias and towering oaks. It's the home to the world's busiest international airport—Hartsfield-Jackson—and a nationally renowned food scene famous for dishes from around the globe.

The Current Context

As the University emerges on the other side of the pandemic, leadership throughout the institution is working to generate a shared vision for the institution. Throughout the higher education landscape, leaders have seen a heightened demand for mental health support for the entire community, especially for students, as well as the necessity to enrich the value and meaning of higher education as perceived by students and their families. Campus Life partners with students to co-create programs, initiatives, and policies that define and help address the evolving needs and expectations of Emory's undergraduate and graduate student populations. The division is strengthening its student affairs expertise to meet students where they are, in the classroom and beyond. The Student Flourishing Initiative is a profound step at the university level of Emory's commitment to enriching the student experience.

Student Flourishing

Emory's [Student Flourishing Initiative](#) builds on Emory's legacy of preparing students to think critically, act ethically, and work collaboratively. It goes even further to envision the positive impact to communities if we create a holistic experience for every student where they can prioritize their values, articulate their ambitions, and define their purpose. This strategic initiative managed by the Office of the Provost is outcomes-driven and pilot programs have been launched to approach these goals. Campus Life is supporting and executing this vision through expanding, sharpening, and deepening the services it offers and growing its workforce to do so. Campus Life continues to examine innovative ways that its staffing structure can best meet the goals of the initiative.

Emory Campus Life

[Emory Campus Life](#) is comprised of 24 administrative units and more than 300 employees that serve students in the areas of belonging and community, health and wellness, recreation and athletics, and auxiliary services and spaces. The division serves undergraduate, graduate, and professional students by providing developmental support services, wellness and recreation resources, involvement and leadership opportunities, social justice education and advocacy, and community experiences for over 15,000 students. The mission of Campus Life is to cultivate a welcoming and dynamic community committed to developing skills necessary for lifelong success and positive transformation in the world. Campus Life is a community recognized for advancing education into action and delivering world-class programs and services that promote a healthy and sustainable environment where students can live, learn, and lead positive transformation in the world.

Campus Life Leadership

Campus Life is led by [Enku Gelaye](#), who has been the Senior Vice President and Dean of Campus Life since 2019. She leads the division and oversees departments that collectively support 15,000 undergraduate, graduate, and professional students, as well as the broader Emory community. Gelaye is a nationally recognized leader with more than 20 years of student affairs and higher education experience. Notable achievements under her tenure at Emory include the opening of the new Emory Student Center, renovations to student identity spaces, the expansion of medical and mental health resources, and the strategic realignment and assessment of Campus Life.

Prior to Emory, Gelaye served as the vice chancellor of student affairs and campus life at the University of Massachusetts, Amherst, following her role as the Dean of Students. She held prior leadership positions at the University of California, Los Angeles, and the University of Southern California. Gelaye holds a Juris Doctorate from the University of Georgia and a Bachelor of Science degree from the University of Tennessee, Knoxville.

Campus Life Reorganization

The creation of the new AVP/DOS role exemplifies support of the Student Flourishing Initiative and a strategic realignment that brings closely related Campus Life areas into the same executive portfolio. The AVP/DOS is one of four new leadership positions. The SVP & Dean appointed a temporary Special Advisor in April 2022 to work with Keeling & Associates, a higher education consulting and professional services firm, Campus Life's Executive Leadership team, and the AVP's portfolio's staff leads to prepare for the transition to the AVP/DOS. Assessment and reorganization of the division is currently underway to position Campus Life and the new AVP/DOS for long-term success.

The AVP/DOS will serve as a visionary, collaborator, and active member of the executive leadership team within the division and will partner with colleagues at all levels of the university to support students at Emory. The AVP/DOS will work alongside the Vice President of Campus Life, the Associate Vice President for Well-Being, Access, and Prevention, and the Assistant Vice President and Senior Director of Athletics. The division also includes a Senior Director of Development.

Campus Life welcomed a new [Associate Vice President for Health, Well-Being, Access, and Prevention](#) in March 2022. This position was created to enhance holistic health and well-being programs and services for Emory undergraduate, graduate, and professional students as the foundation of lifelong success and purpose. The position supervises Counseling and Psychological Services, the Office of Health Promotion, the Office of Respect, and Student Health Services.

Lastly, the division welcomed a new [Executive Director of Student Centers](#) position in August 2022. The Executive Director will provide integrated leadership to operations, programs, and services in Campus Life's three student center facilities – Cox Hall, the Emory Student Center, and the Alumni Memorial University Center (AMUC). The position will also provide leadership for the offices of Student Center Events and Operations; Student Involvement, Leadership, and Transitions (SILT); and Community and Civic Engagement (CCE).

Belonging, Engagement, & Community

The AVP/DOS will provide vision and supervise the directors of a focused portfolio of eight departments whose work is grounded on advancing belonging, engagement, and community among Emory's undergraduate, graduate, and professional students. The AVP/DOS will serve as a strategic leader and must coordinate resources and collaboration among their team. To do so effectively, this person is expected to establish a presence on campus as well as mentor the professional staff of each center and the students employed by each department.

[The Barkley Forum for Debate, Deliberation, and Dialogue](#) is one of the most historic and successful debating organizations in the country. With over twenty national championships, the Barkley Forum's purpose and mission are twofold. First, to sustain Emory's legacy of inquiry-driven learning through competitive intercollegiate debate. Second, to provide opportunities for Emory's students to be involved in dialogues on difficult topics.

[Belonging and Community Justice](#) (BCJ) is comprised of the [Center for Women](#), the [Office of LGBT Life](#), and the [Office for Racial and Cultural Engagement](#). Together they support students in their exploration of all their identities and create community as it relates to race, gender, sexuality, and more.

[1915 Scholars Program](#) celebrates the heritage and on-going journey of students who are the first in their family to attend college. The program provides informational, academic, and social support to first-generation students to alleviate some of the barriers they commonly encounter – while encouraging and supporting students' collegiate aspirations.

[The Center for Civic and Community Engagement](#) (CCE) works to recruit, train, mentor, convene, educate, and connect those committed to service across Emory and beyond. The Center hosts more than 1,000 service events annually and supports a network of more than 100 community partners. Students engaged with CCE will find they can be catalysts for change and can better serve their community.

[The Office of Parent and Family Programs](#) provides opportunities for families to engage in the Emory community and support their student's development. Signature events include summer send-offs, family weekends, family Friday webinars, and family welcome.

[Student Case Management and Intervention Services](#) (SCMIS) offers a non-clinical model of case management that connects students to services and collaborates with partners to foster a caring campus community. Support ranges from assistance with basic needs to crisis intervention. SCMIS also manages the student intervention service team readily available 24/7 to respond to crises and emergencies.

[The Office of Student Conduct](#) is responsible for adjudicating individual and student organization conduct inquiries and concerns. The Office of Student Conduct team upholds the values of integrity, fairness, and consistency through its administration and application of policies and procedures for undergraduate students. The office manages the Undergraduate Code of Conduct, disciplinary records, and advises four review boards.

[Student Involvement, Leadership, and Transitions](#) (SILT) is the student organization and activities hub for all Emory students. The office oversees and counsels more than 500 student organizations and hosts

several campus activities such as New Student Orientation and Dooley After Dark. The undergraduate Student Government Association is advised by SILT.

The Role of the Associate Vice President & Dean of Students

Reporting to the Senior Vice President and Dean of Campus Life, the Associate Vice President and Dean of Students will oversee eight departments within their focused portfolio of belonging, engagement, and community. The AVP/DOS will be a leader across campus and serve as a key partner for the SVP & DOS to provide leadership and strategic vision for a broad range of programs to enrich and support the Emory student experience. The AVP /DOS is a member of the five-person Campus Life executive leadership team and works closely with colleagues, faculty, and staff across the university on various initiatives, programs, and interventions. In partnership with the Senior Vice President and Dean of Campus Life and the executive leadership team, the successful AVP/DOS candidate will crystalize the structure of their portfolio prioritizing the development of a talented team with a clear understanding of their role in the division's mission and the Emory student experience.

A seasoned student affairs professional, the AVP/DOS will use data-informed decision-making, effective assessment practices, innovative best practices, and relevant student development frameworks to guide their practice. The work of the AVP/DOS requires mastery and innovation in student programming, inclusion and equity practice, and behavior intervention management. The university community will turn to the AVP/DOS for direction and foresight in managing crises, supporting students of concern, and advancing a sense of belonging within an inclusive community. The role requires competency in organizational dynamics and dedication to serving students at all levels, including graduate and professional students.

Opportunities and Challenges for the Associate Vice President & Dean of Students

Partner with Campus Life leadership to implement a strategic vision that enhances the student experience and creates a sense of belonging for all students.

The AVP/DOS will be an essential partner in the creation and execution of a strategic plan focused on the education and support of students. The AVP/DOS will work to shape collaboration throughout the division and Emory to sustain student well-being, belonging, and success. The AVP/DOS will lead, mentor, and support the staff in a newly reorganized portfolio toward the successful implementation of a shared vision for the Emory student experience.

Serve as a student advocate and champion the values of diversity, equity, inclusion, and justice.

As a proven advocate for diversity, equity, and inclusion in higher education, the next AVP/DOS will partner with Emory's Vice Provost for Diversity and Inclusion/Chief Diversity Officer and the [Office of Diversity Equity and Inclusion](#) to support the strengthening of the community, culture, and climate through these core values and practices. The AVP/DOS will regard student success through an equitable lens in partnership with colleagues across the campus and will assume a leadership role in educating the community, developing, and executing efforts that improve the student experience and equitable access to programming. A successful AVP/DOS will integrate key principles of diversity, equity, and inclusion in

all aspects of the operations of Campus Life and ensure support for students and staff from historically underrepresented groups.

Build and support the development of a dedicated team of professionals.

Through supportive leadership, clear purpose, and continual opportunities for education, development, and training, the AVP/DOS will lead and develop a talented team of professionals. As an experienced supervisor and manager, this individual will bring strong commitment and knowledge of the national landscape of student development to the division. The AVP/DOS will lean on Emory's robust [Human Resources](#) and staff development initiatives in their efforts to build a structure of professional development that embeds support and opportunities for growth in the day-to-day work of serving students.

This leader will work with the staff to bolster current initiatives, build new programs, and promote Campus Life's impact on Emory's community. The AVP/DOS will empower a talented staff by encouraging them to set personal growth targets and apply their expertise in ways that generate the most positive influence on Campus Life, the student experience, and their own professional development. They will inspire and motivate staff by fostering a culture of respect, collaborative support, and excellence in student affairs and campus life best practices.

Foster and maintain a vibrant and safe campus community for all students.

The AVP/DOS will model skilled crisis leadership through responsiveness, expertise in matters of policy, procedures, and law, strategic implementation of process and service improvements, and proficiency in training and supporting crisis responders as well as students and others affected by crisis. The AVP/DOS will deepen existing partnerships with key crisis response stakeholders including, but not limited to Campus Police, the Office of the General Counsel, the Office of Diversity, Equity, and Inclusion, the Office of Communications, student affairs colleagues in Emory's schools and colleges, and the Campus Life departments involved in responding to emergencies and supporting those in need of institutional support and resources. Among other responsibilities, the AVP/DOS will need to be an active presence during crises, advise executive leadership, lead, and prepare crisis responders, and serve on the university's behavioral intervention team.

The AVP/DOS must be focused on student and staff well-being and safety, inclusive practices, and mutual trust among students and the institution. It is essential to support Emory's students and their well-being by orchestrating a comprehensive, sustainable, respectful, and innovative system of crisis education, proactive intervention, and response.

Provide collaborative and transparent leadership that builds awareness of Campus Life services and promotes consistent support for all students.

The AVP/DOS will be a creative and entrepreneurial thinker willing to partner with undergraduate and graduate students, colleagues, administrators, and faculty to raise awareness of Campus Life's robust services and elevate initiatives aimed toward enhancing the experience of all students throughout the university community. The AVP/DOS will be committed to partnering with student affairs peers in the college and schools to mobilize resources and respond to student needs. The AVP/DOS will advocate for

boundary-spanning, long-term solutions to ensure the appropriate services and resources are available to students throughout the campus community.

Professional and Personal Qualifications

Emory seeks an experienced leader to steward Campus Life's support of students as they strive for excellence in and out of the classroom.

While no one person will embody all the following, the successful AVP/DOS candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- Proven student affairs or campus life leadership and an appropriate advanced degree;
- A visionary with a thorough understanding of the meaning and data-informed best practices in student affairs and the ability to meet the challenges facing higher education in the current moment;
- An understanding of the differences and commonalities that will be necessary for a Campus Life Division that serves both undergraduate and graduate students;
- Demonstrated commitment to the fostering of a diverse and inclusive student community;
- Demonstrated commitment to diversity, equity, and inclusion, especially a track record of individual action and institutional leadership in this area. These include demonstrated prior success in recruiting, retaining, and championing racially diverse students and staff, addressing structural inequities, and weaving appropriate resources into student and staff support, engagement, and care;
- An understanding of current research and national trends related to student mental health and a record of successfully implementing responsive programs, policies, and structures to serve student needs;
- Demonstrated sensitivity, imagination, and effectiveness in responding to challenging student and University community issues;
- Experience with public health issues, crisis management, and emergency situations;
- Facility in analyzing data to develop and assess programs to drive change and innovation;
- High degree of accessibility and openness to students, and demonstrated record of earning and maintaining the trust of the student body;
- Highest personal and professional integrity;
- Resilient and results-oriented;
- Adaptable, and able to function effectively in a complex environment and work with all stakeholders within and outside of the institution;
- Intellectually curious and open-minded; motivated and energized by a talented and high-performing student body;
- Proven ability to inspire, lead, support, and mentor a team of skilled and dedicated professionals, effectively manage talent, and develop processes for effective teamwork;
- A consultative, collegial style and the ability to inspire trust in others;
- Strong interpersonal skills, alongside strong communication and empathy skills.

TO APPLY

Emory University has retained Isaacson, Miller, a national executive search firm, to assist in this search.
All inquiries, nominations, and applications should be directed to:

Keight Tucker Kennedy, Partner
Tiffany Weber, Senior Associate
Ivan Ceballos, Senior Associate
Alexis Scott, Senior Search Coordinator
Isaacson, Miller

Apply online: <https://www.imsearch.com/8596>

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